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1950 INDEX — Advanced Management

(Including papers published in the Proceedings of SAM's 1949 Annual Conference, November 1949, and Proceedings of SAM's Fifth Annual Time Study and Methods Conference, April 1950.)

This index lists the articles that appeared during the calendar year 1950 in Volume XV, Nos. 1-12.

Since it was decided to list each article under only one subject, using as few headings as possible, classification by subjects had to be done arbitrarily.

Every article except miscellaneous features has been indexed according to author, title, and subject.

Early in 1952, it is planned to publish a supplementary index for 1951.

HOW PROCEEDINGS ARE SHOWN—

The references to articles which appear in the published Proceedings of SAM Conferences are indicated by — Proc. 1949, Nov. — which refers to the Proceedings of the 1949 Annual SAM Conference, November, 1949, or — Proc. 1950, Apr. — which refers to the Fifth Annual Time Study and Methods Conference, April 1950.

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WHAT DOES AN EXECUTIVE **DO**?

As everybody knows, an executive has practically nothing to do. That is except:

To decide what is to be done; to tell somebody to do it; to listen to reasons why it should not be done, why it should be done by somebody else, or why it should be done in a different way, and to prepare arguments in rebuttal that shall be convincing and conclusive —

To follow up to see if the thing has been done; to discover that it has not been done; to listen to excuses from the person who should have done it and did not do it —

To follow up a second time to see if the thing has been done; to discover that it has been done but done incorrectly; to point out how it should have been done; to conclude that as long as it has been done, it may as well be left as it is; to wonder if it is not time to get rid of a person who cannot do a thing correctly; to reflect that the person in fault has a wife and seven children, and that certainly no other executive in the world would put up with him for a moment; and that, in all probability, any successor would be just as bad or worse —

To consider how much simpler and better the thing would have been done had he done it himself in the first place; to reflect sadly that if he had done it himself he would have been able to do it right in twenty minutes, but that as things turned out he himself spent two days trying to find out why it was that it had taken somebody else three weeks to do it wrong; but to realize that such an idea would strike at the very foundation of the belief of all employees that an executive has nothing to do.

From *"Leading and Managing Men,"* By Douglas Lynch. This excerpt is attributed to F. F. Beirne.